



THE ROCKEFELLER UNIVERSITY

1230 YORK AVENUE

NEW YORK, NY 10021

July 28, 1982

JOSHUA LEDERBERG

PRESIDENT

Professor Eric Hutchinson
Secretary of the Faculty
Stanford University
Stanford, California 94305

Dear Eric:

It was a pleasure to see you about your history of Stanford. Looking through my files here, I could not find much that was reasonably compact that would be helpful in adding to the historical base of the founding of the medical school in Palo Alto. You will I think find excellent documentation of the motives and aspirations of the people involved in the material for the Commonwealth Fund and The Rockefeller Foundation which has been retrieved and is in the university archives.

Bob Alway is certainly a key figure since he superintended the transition from the Cutting model to the final plan and I certainly hope you have some opportunity to interview him in person, notwithstanding he has retired to the Northwest. There are also some key documents about the "five year curriculum", an approach to introducing as much science as possible into medical education, and to offering research opportunities for medical students; Avram Goldstein published on this in the Journal of Medical Education.

There must be some inside story about the transition from the Cutting to the Alway administration but you will probably know more about that than I as it just preceded my arrival. My first interview with Cutting about coming to Stanford (in the context of my primary appointment being in biology) was really quite discouraging, and of course I got just the opposite reaction from Alway, his having been bolstered by Henry Kaplan and Avram Goldstein (as well as Arthur Kornberg when Arthur came aboard).

The key issues were the central definition of the school: it was to be the most exciting base for the comprehensive introduction of scientific thinking into medicine since the Flexner Report and establishment of the Rockefeller Institute! But there were also such matters as the clinical care connected problems with moving from San Francisco to Palo Alto; the full-time system of clinical salaries; the relationships between the university and the city over

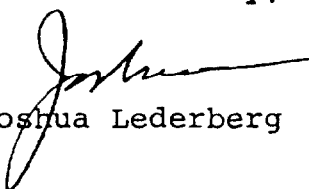
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the Stanford Hospital -- and these are matters that remain still vexing in many ways. One of course has to give proper credit to the funding available from NIH as almost the prime mover of many of these steps which would have been fiscally impossible otherwise.

When you've gotten more deeply into the history of the medical school per se, I will be glad to chat with you again; and if I can be helpful in any way in the recognition of key issues, or how to find documentation about them, please be sure to let me know.

Yours sincerely,



Joshua Lederberg

P.S. Do talk to Spyros Andreopoulos who has an excellent perspective over the wide variety of issues that have coursed through the medical school over many years. And then of course there were the articles by Walsh about ten years ago in Science Magazine which had more credit to them than was generally admitted at the time.

A theme that cannot be overlooked is the recurrent decanophagy (which is probably hard to document).

Ask Bob Glaser

(now at Kaiser Foundation - local -) about that!